



Student Financial Assistance

Students Channel

Immediate Office

MENTORING GUIDE

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Mentoring Overview

Mentor Participants

Computer Specialist, Budget Analyst, HR Management and Program Analyst, Specialists and Managers who meet the following criteria are asked to participate:

- ⇒ Have an interest in mentoring.
- ⇒ Open to being coached in order to become a better mentor.
- ⇒ Available to meet at least once a month (or as needed) with their protégé s

Protégé Participants

Computer Specialist, Budget Analyst, HR Management and Program Analyst, Specialists and Managers who have an interest in mentoring or being mentored.



Mentoring Activities, Tips, and Lessons

This section focuses on activities, tips, and lessons learned from various Accenture mentoring programs. The Effective Mentoring Behavior section contains additional characteristics and ideas for effective mentoring.

Mentoring Activities

- Breakfast/Lunch Meetings
- Involvement in a "Special Project" which would be a great learning opportunity...Determining how the mentor/protégé could help each other in SFA related projects
- Getting a drink after work
- Setting aside one day each month to have lunch (e.g., The second Tuesday of every month)
- Quick emails and voice mails to check-in

Mentoring Tips

- Build trust and openness as a mentor by...
 - ⇒ Sharing weaknesses (e.g., take initiative to share successes, failures, lessons learned).
 - ⇒ Not advertising how busy you are when trying to establish your mentoring relationships.
 - ⇒ Sending a brief message between meetings to stay in touch.
- Have an overall mentoring plan with room for flexibility; tailor to individual needs.
- Discuss goals and expectations up-front and revisit along the way.
- Define how often you will meet. It is recommended that you schedule at least one meeting a month.
- Ask protégé to help set agenda; establish joint ownership.
- Meet face-to-face rather than over the phone--especially initially.
- Get meetings on your calendar early and keep them. If you must cancel, reschedule right away.
- Don't take no-shows personally--if necessary, clarify again the mutual commitment to mentoring.
- Consider keeping a file for each mentor and taking notes after each session for evaluation and planning purposes. Ask yourself...
 - ⇒ How did the meeting go?
 - ⇒ Did the person seem to benefit?
 - ⇒ Did you accomplish your (and protégé 's) meeting objectives?
 - ⇒ What did you learn about this person?
 - ⇒ Are there to-dos before next session?
- Coach your protégé s on handling difficult situations with customers and/or their supervisors.
 - ⇒ Encourage protégé s to seek win-win solutions.
 - ⇒ Remind protégé s it is their responsibility to be proactive and address issues with their supervisors.

Primary Lessons Learned from Mentoring Programs

- Effective mentoring requires both parties commitment.
- An independent, objective mentor can be invaluable to a protégé. Don't underestimate your importance.
- Successful mentoring relationships take time to build – be patient.
- Remember that everyone has the potential to be a high performer.

Effective Mentoring Behaviors

Successful mentors and supervisors demonstrate the following behaviors:

- Lead by example
- Encourage collaboration and teamwork
- See potential
- Care and value others
-

This section will provide you with additional suggestions to ensure your relationship is a success.

Lead by Example - Being an Effective Role Model

Have integrity

Be competent

Balance your personal and professional lives

Make yourself accountable

Encourage Collaboration

Manage Like a Coach

Cooperate and Communicate

Build Mutual Trust and Respect

See Potential

Have an Open-Minded Attitude

Invest Unselfishly

Be Patient Yet Proactive in Encouraging Growth

Caring and Valuing Others

Maintain perspective

Be available, supportive, and involved

Be attentive, concerned, and interested—not only in words but also in actions

Be honest and appreciative

Mentor Disclosure Guidelines

The foundation of effective mentoring is confidentiality. However, all personnel have the responsibility to take appropriate action when notified of inappropriate conduct.

Among other things, inappropriate conduct can refer to:

- ⇒ Unethical behaviors
- ⇒ Workplace violence
- ⇒ Personal violence
- ⇒ Discrimination
- ⇒ Harassment

The responsibility to take appropriate action includes knowing what to do if your protégé comes to you with a complaint and how to handle complaints properly.

When dealing with this a sensitive situation, do not discuss the issue with anyone who doesn't have a need to know. Idle discussion could damage the morale and reputations of those involved. It could also make others hesitant to report incidents.

Meeting Toolkit

Meeting with your protégé s is essential to developing your relationship but finding the time can be difficult. Below is a list of suggestions for ensuring you staying on track.

- ⇒ Establish a specific time (for example, the first Monday of each month) that you will meet and stick to this schedule.
- ⇒ Plan a few informal group gatherings of all your protégé s a few times a year. You may want to include others to introduce your protégé to new people.
- ⇒ If you can't meet in person, set-up a time to have a phone discussion.
- ⇒ Be creative with your meeting plans. You do not have to focus your meetings around meals.

Self-Assessment

Name: _____ (Please complete this questionnaire and bring to your next meeting.)

Professional

In your mind and considering others' feedback, what are your key strengths? Consider technical, industry, project management, people skills, etc.

- | | |
|----|----|
| 1. | 4. |
| 2. | 5. |
| 3. | |

What are 3-5 **areas for development** you would like to focus on in your professional and personal life?

- | | |
|----|----|
| 1. | 4. |
| 2. | 5. |
| 3. | |

What is your current plan for addressing your development needs?

Interpersonal Skills

On a scale of 1 to 10 (10=very strong, 5=ok, 1=very weak), how would you assess yourself in the following interpersonal skills and attributes?

- | | |
|---|------------------------------------|
| _____ Caring about others | _____ Collaborating with your team |
| _____ Listening well & empathize | _____ Leading by example |
| _____ Seeing potential & encourage growth | _____ Giving effective feedback |

What are the key obstacles in your life to building and exercising these and other interpersonal skills? (e.g., no time, haven't had good role models and/or training, leadership doesn't seem to value these skills, etc.)

Resources

The following books and audiotapes are recommended to deepen your mentoring skills.

Books

Leaders as Coach: Strategies for Coaching and Developing Others. Mary Dee Hicks and David Peterson. Personnel Decisions, 1996.

Leadership, Teambuilding, and Culture Change. Senn-Delaney Leadership Consulting Group. The Leadership Press, Inc. 1994.

Managers as Mentors: Building Partnerships for Learning. Chip R. Bell. San Francisco: Berrett-Koehler Publishers, 1996.

Masterful Coaching : Extraordinary Results by Impacting People and the Way They Think and Work Together. Robert Hargrove. Pfeiffer and Co., 1995.

Stop Managing, Start Coaching!: How Performance Coaching Can Enhance Commitment and Improve Productivity. Jerry Gilley. Irwin Professional Publishing, 1996.

Successful Manager's Handbook, 3rd Edition. Edited by Brian L. Davis, Lowell W. Hellervik, and James L. Sheard. Minneapolis: Personnel Decisions Inc., 1989.

Take Yourself to the Top – The Secret's of Americas Career Coach. Laura Berman Fortgang. Warner Books, 1998.

The Team Coach : Vital New Skills for Supervisors and Managers in a Team Environment. Donna Deepprose. AMACOM, 1995.

Up Is Not the Only Way : A Guide for Career Development Practitioners. Beverly Kaye. Prentice Hall, 1981.

Audio (Books also available)

Everyone's a Coach – You Can Inspire Anyone to Be a Winner. Don Shula and Ken Blanchard. Zondervan Publishing House, 1996.

Listening: The Forgotten Skill – A Self-Teaching Guide. Madelyn Burley-Allen. John Wiley & Sons, Inc., 1995.

Success is a Choice. Rick Pitino, Suzanne Oaks and John Sterling. Bantum Books-Audio, 1998.

Walk the Talk. Eric Harvey and Alexander Lucia. Performance Publishing Co., 1995.
protégé